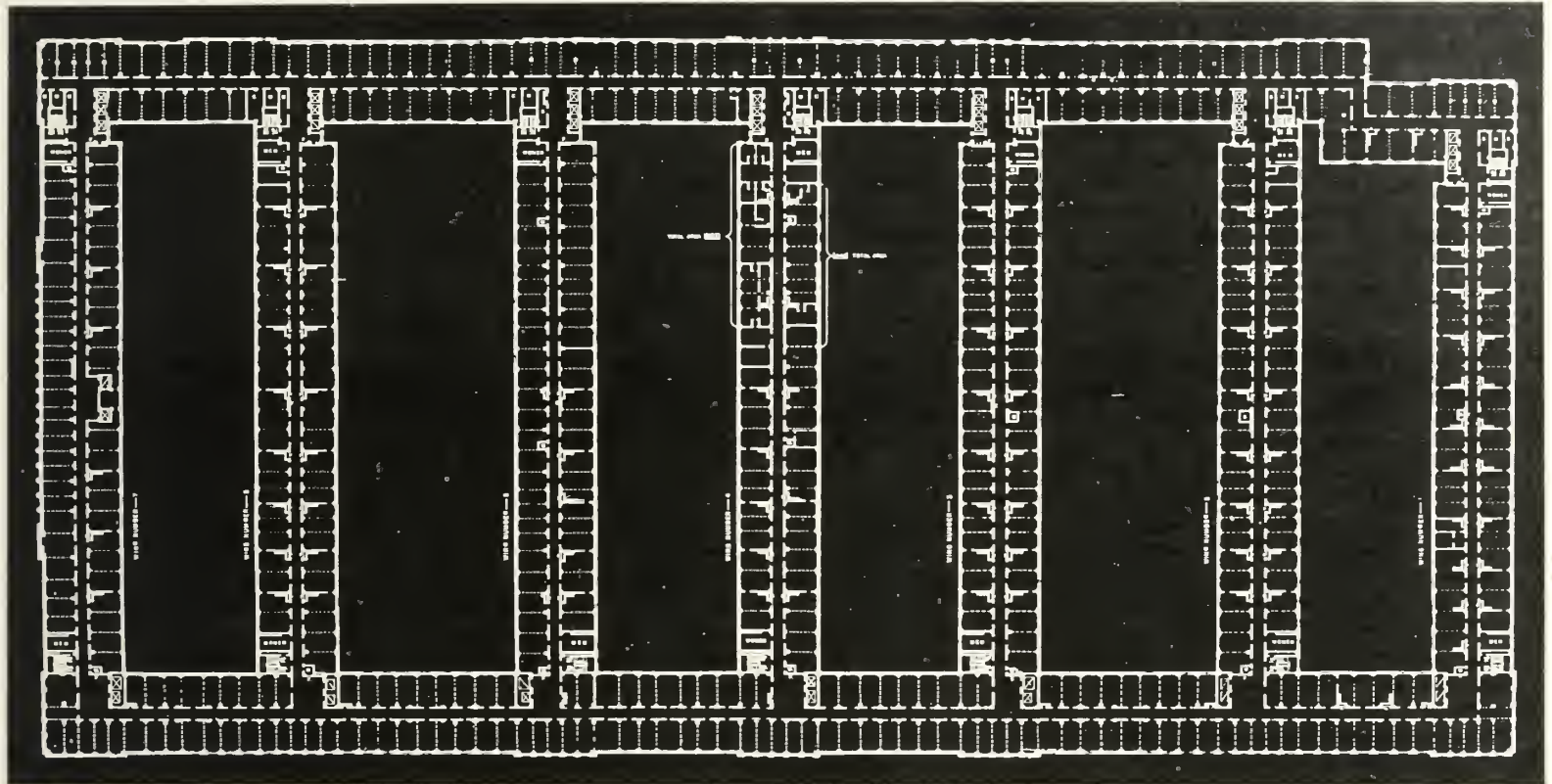


Federal Design Matters

An exchange of information and ideas related to federal design

National Endowment for the Arts

Issue no. 9
February 1977



This x-ray of "Inside Washington" shows a typical floor plan of U.S. Department of Agriculture's South Building. This

pattern is likely to change in response to USDA's new Master Space Planning Program for its offices in metropoli-

tan Washington. Goals are to save space and energy, streamline workflow, and upgrade the office environment.

Top managers taking a fresh look at "Inside Washington"

The top managements of many Federal departments and agencies are taking a fresh, hard look at opportunities for holding down office overhead, curbing energy waste, and stepping up productivity through better planning and design of their agencies' workspace. This strong new interest is prompted in part by the Federal Buildings Amendments of 1972 (Public Law 92-313), by the continuing energy squeeze, and by major advances in office design (see *Federal Design Matters (FDM)* no. 5).

Public Law 92-313 shifted a great deal of the responsibility for space management from the General Services Administration to its tenant agencies. In the past, each tenant agency submitted its shopping list for office space to GSA's Public Buildings Service. It was GSA that had to go before Congress to defend the budget for office space. When they didn't

have to pay for it themselves, tenant agencies were not bashful in asking GSA for as much "free" space as they could reasonably justify.

Today, each tenant agency must go before the Office of Management and Budget and Congress to obtain "rent money" for the space it occupies. The agency now pays its rent money into the new Federal Building

Fund (FBF) administered by GSA. The rent is based on a Standard Level User Charge (SLUC).

The "SLUC" goes a long way toward revealing to tenant agencies the high cost of office overhead. Thus it gives top management in the agencies a strong new incentive to use space more efficiently and to get the most



Before: Typical Pentagon corridor



After: "Reclaimed" corridor space



J. Paul Bolduc explains USDA's space planning program

they can for the rent money they now must pay out of their own pockets.

As a result, GSA and several tenant agencies are strengthening their efforts to resolve a wide range of space planning and office design problems. *FDM* no. 8 reported on office research projects now under way in the Senate and House of Representatives. Here is a sampling of other current space planning and office design efforts.

USDA Master Space Planning Program

Problem: *To make efficient use of work-space for 12,000 USDA personnel in the Washington Metropolitan area.*

The 31 agencies of the U.S. Department of Agriculture in metropolitan Washington employ some 12,000 persons. This USDA staff occupies almost 2 million square feet of floor space in buildings scattered around the metropolitan area.

In 1975, USDA created a task force to examine and recommend overall solutions to its chronic problems in the assignment and use of interior space: Inequitable allocation of space among USDA agencies—extreme crowding in some places and poor use of space in others. . . . Fragmentation—11 of the 31 agencies housed in from two to six different buildings. . . . Difficulty with communication and coordination among agencies scattered in separate buildings. . . . Lack of data needed to facilitate reassignment of space within USDA.

By January 1976, it became clear that a consultant was needed to collect and analyze space management data, to assess the overall situation, and to recommend short- and long-range plans for space usage. USDA and GSA's Special Projects Division drew up the specifications for a USDA Master Space Planning Program. Based on these specifications, GSA issued a request for proposals (RFP) from consulting firms interested in developing the program. Hunter/Miller + Associates of Arlington, Va., was selected for the work from a field of 29 firms that responded to the RFP.

Peter Gagnon, Project Director for USDA, describes the Master Space Planning Program as a tool for managing Agriculture's space in the Washington area. The program will: Inventory and develop accurate drawings of present space usage. . . . Analyze USDA or-



Gerrit D. Fremouw sets furniture goals for HEW offices

ganization to identify functional clusters within USDA. . . . Develop short- and long-range plans and definitive goals for USDA space usage. . . . Design 15,000 square feet of office space as a pilot area for demonstrating and evaluating several interior design and furnishing concepts.

In commenting on the program, J. Paul Bolduc, USDA's Assistant Secretary for Administration, noted that "Prior to establishment of the Federal Building Fund in 1972, there was no accountability for the use of space and therefore little incentive for agencies to manage it effectively.

"In January 1976, an internal analysis of USDA's use of space in Washington revealed that a massive effort was needed to recapture poorly used space and then reassign that space in accordance with rigid standards—to ensure optimum use of the more than 2 million square feet of space in our inventory.

"The scope of the project was beyond the capability of USDA staff, and beyond the standard level of design services normally provided by GSA. Therefore, my office, with the endorsement of the Secretary, entered into this joint effort with GSA on a reimbursable basis.

"I'm sure that the cost of this effort will be justified many times over by reductions in USDA's space bills and in the overall cost to the taxpayer."

HEW demonstration project

Problem: *To select the office furniture best suited for the work to be performed in HEW's new Headquarters Building.*

The Department of Health, Education, and Welfare now occupies the "South Portal," its new headquarters building on Independence Avenue, near the U.S. Capitol. This new Washington landmark was designed by the New York-based architectural firm of Marcel Breuer and Associates.

HEW, a major employer of the physically handicapped, has opted to make extensive use of an "open office" furniture system to achieve "barrier-free" interiors, conserve space, and save energy. The building is well designed to support such a system.

HEW's intent is to design and furnish the interiors of the entire building as an integrated entity. By limiting the options of furniture types, HEW expects to save money through



Marcel Breuer's "South Portal"—HEW's new headquarters building (above). Members of the evaluation committee visit one of four demonstration areas set up in the new building (below).

large-scale purchases and to gain flexibility through the use of interchangeable pieces of furniture.

HEW is currently searching for the "open office" furniture system best suited for its functional needs. For purposes of demonstration and evaluation, four different furniture systems have been set up and are being used in four separate office areas. The four systems were selected from a field of 40 candidates. In the selection process, major consideration was given to the needs of the handicapped as well as to price.

The ground rules for the demonstration project were worked out by the National Furniture Center of GSA's Federal Supply Service. The center, which is the contracting agency for the project, issued a request for proposals from furniture suppliers based on HEW criteria; this solicitation for "open office" furniture systems was advertised in the *Commerce Business Daily*.

Concerning the demonstration project, Gerrit D. Fremouw, HEW's Assistant Secretary for Facilities Engineering and Property Management, stated that "We are making every effort to provide a true furniture system for the open areas of the new South Portal building. Emphasis is being placed on employee needs, including requirements of the physically handicapped.

"The demonstration and evaluation study is needed to determine the most suitable system because the open-space furniture available on the FSS schedules does not meet our various needs.

"Evaluation of the top systems is expected to identify the systems that will provide easy rearrangement and the lowest life-cycle cost. We advocate funding the furnishings for a



Bob Cooper, Rosetta Robbins, and Diana Shear—members of ERDA's space planning and interior design team (above). Furniture selected from FSS schedules already in use at ERDA's new headquarters (below).

building along with the funding for design and construction.

"Initially, funding problems will limit expansion of the successful system, necessitating temporary use of existing furniture not suited to open space. But, as funding becomes available, the existing furniture will be replaced.

"This evaluation study is considered to be a real breakthrough toward improvement of the office environment, and we are very excited about it."

Furnishing ERDA's new headquarters

Problem: To equip—swiftly and suitably—260,000 sq. ft. of office space in ERDA's new Headquarters Building using furniture available from the FSS catalog and FSS multiple-award schedules.

The Energy Research and Development Administration was assigned space for its new headquarters in February 1975. By January 1976 it had full occupancy of the 260,000-sq. ft. building, near Washington's Union Station, that now houses its 1,300 staff members.

Before moving into the building at 20 Massachusetts Avenue, N.W., it was decided that the new space should exemplify the youthful and dynamic qualities of the agency. The ERDA team selected to accomplish this task was instructed to choose all required furniture from FSS stock or FSS multiple-award supply schedules.

Key members of the ERDA team, organized by administrator George W. Barrow, were Bob Cooper (Chief, Facilities and Services), team leader; Louis D'Angelo (Space Planning); and Rosetta Robbins (Space Management and Design).

Rosetta Robbins selected the furniture and designed the interiors on the basis of extensive interviews with ERDA space users and intensive study of "every stick of furniture available through FSS catalogs and FSS multiple-award schedules." Her advice to designers: "Take pains to study the FSS schedules carefully. You'll be surprised to find that they'll provide almost everything you need to create delightful offices well suited to the particular needs of your agency. The credenzas and certain reception pieces we wanted were the only items that weren't on the FSS schedules."

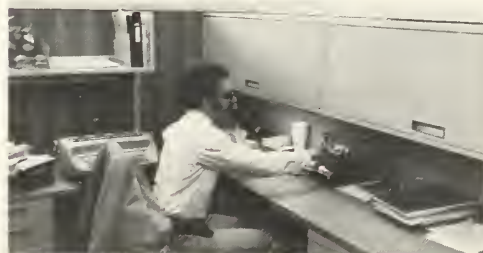
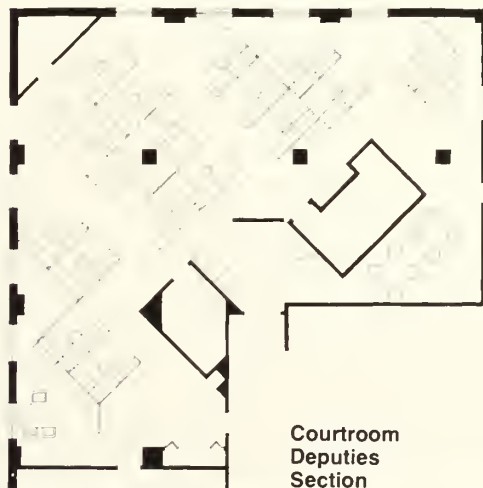
Redesign of workspace for U.S. Court

Problem: To efficiently use the limited office space available for Courtroom Deputies.

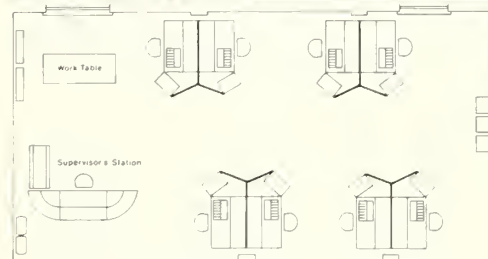
The 22 members of the Courtroom Deputies Section, U.S. District Court of the District of Columbia, felt crowded in their 3,450-sq. ft. workspace. Yet there was no room for expansion, and some of the space had to be given up for another use.

It was obvious that typical private offices could not be an efficient solution. They would take up too much space, and conventional desks would not provide ready access to working papers and files.

A "landscape" furniture system was clearly the answer to the problem. The Court requested a waiver from FSS to acquire such furniture on the open market since "landscape" systems are not available from FSS stocks or on FSS multiple-award schedules. FSS denied the waiver, but the Court responded with a well-documented appeal. This time FSS granted the waiver.



Courtroom Deputies Section, U.S. District Court



Army's newest word processing center in Pentagon

The new "landscape" system is already in use, and the Court is satisfied that it has solved the problem. The system provides large work surfaces and ample storage space for working papers within easy reach of the user. A typical work station occupies about 50 sq. ft. net. The system provides a means for integrating telephone and power lines that not only looks better but offers better access to phone and power networks than conventional junction boxes.

Carpet and sound-absorbent materials are used throughout to promote acoustical privacy. But the most important benefit is the effect the system has had on the people who use it. Major improvements in productivity, the caliber of work performed, and the quality of "housekeeping" are obvious.

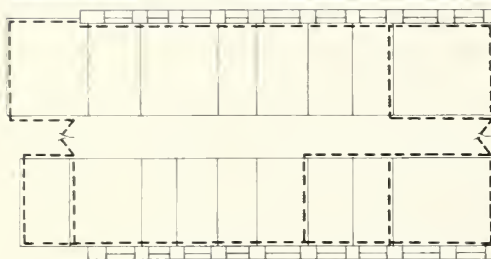
Space planning and interior design of the project was performed by Sanders Vanderburgh & Associates, architects, Rockville, Md. The work was done on contract with the Special Projects Division, GSA Region 3.

Army word processing center

Problem: To increase productivity in the office of the Army's Assistant Chief of Staff for Intelligence (ACSI).

The nine members of ACSI's new word processing center now carry 50% of the typing workload formerly borne by 55 clerical personnel. The bright new center in the Pentagon is the outcome of a feasibility study and comprehensive planning by Lt. Col. Nicholas J. Naclerio, Maj. Linn J. Schofield, and ACSI's word processing (WP) supervisor, Jeanne Knox.

In *Word Processing—An After Action Report*, Col. Naclerio states that "The manager who seriously considers WP must examine all the factors that constitute good manpower planning and not become too embroiled with the technology. The interpersonal aspects and organizational adjustments are by far the most sensitive and complex to assess.



Thomas C. Embrey explains how corridor walls and other fixed partitions were removed to gain space for DOD's space management offices in the Pentagon

"Impetuous change focused on technology can be disastrous. The overriding factor must be a need to increase productivity without increasing the staff. If a feasibility study indicates that WP is the way to go, the entire process must be carefully planned and diligently executed."

The Office magazine (Nov. 1976) reports that "One of the first steps Maj. Schofield took after formal approval of the [center] was to select office facilities. A centrally located, well lighted space of 762 sq. ft. was obtained by removing a partition . . . and closing one of the doors to the hall. . . . One of the first problems tackled was noise. At first he planned to place acoustical tile on the walls . . . Researching the problem he discovered that acoustical drapery for \$1.36 per sq. ft. . . . compared to \$2.09 a sq. ft. for tile . . . provided three times the noise attenuation."

"He next turned his attention to carpeting, painting and furniture. Instead of standard institutional green walls, conventional desks and standard secretarial chairs, he wanted a bright, colorful atmosphere and, to get it, he involved Ms. Knox and the word processing secretaries in coordinating the color scheme. Conventional furniture would have eaten up his limited floorspace, waste available, vertical space and would have resulted in bad overall space utilization. He was searching for equipment designed for word processing secretaries, with finger-tip-reach storage, visual privacy and a sense of territoriality. He had a special need for a different kind of work area for the supervisor."

"The answer turned out to be Herman Miller's Action Office word processing furniture, known as Action Secretary. Besides solving these problems, the fabric-covered acoustical partitions and tackboards added color and provided additional attenuation of noise. Now each operator has her own work area. Because Action Office is made of modular components, Ms. Knox's work station was



Kent Slepicka, Director, GSA's Special Programs

custom designed to meet her needs by an assemblage of parts on the GSA schedule."

For a copy of Col. Naclerio's *After Action Report*, write to Maj. Linn J. Schofield, Rm. 2-E-453, The Pentagon, Washington, DC 20310 (202-697-1862).

Defense space management

Problem: To reclaim wasted space, save energy, and create more pleasant, more productive surroundings.

Thomas C. Embrey, Director, Space Management and Services, Office of the Secretary of Defense, reports that "the Pentagon is rapidly becoming a much more inviting place to work since many of its grim-looking, hard-surfaced partitions have come down and been replaced by colorful, sound-absorbing space dividers. There's no question that 'open' offices save space. If properly designed, they also provide ample privacy and help to lift morale and productivity. But very careful planning is crucial."

"The space management office and nearby personnel offices here at the Pentagon are now 'open,' and the outcome has generally been very favorable from every standpoint. One area of the offices of the DOD Comptroller have been specially designed to accommodate a staff that expands threefold and works around the clock during peak periods in the budget cycle. These offices will soon be equipped with CRT terminals that will almost eliminate the present blizzard of computer printouts and other paperwork. Clyde Glaister and other members of the Comptroller's staff are delighted with the prospect of being able to do their work more easily, more comprehensively, and more quickly. Their new office system will pay for itself very rapidly."

Interior planning and design services

Kent Slepicka, Director, Special Programs Division, Public Buildings Service, administers GSA's policies governing interior design of some 10,000 Federal buildings in every part of the country.

In GSA Region 3, the full range of interior planning and design services required by tenant agencies is available on a reimbursable basis from or through GSA Region 3's Special Projects Division. For more information about these services, phone the office of Fred A. Hendricks (202-472-2350).



Typography and Design Superintendent Glessmann

GPO's typography and design unit moves into new quarters

The U.S. Government Printing Office's "T&D" division has moved down the hall to efficient new quarters (8th floor) of GPO's main plant on North Capitol Street, near Washington's Union Station. "T&D" offers a full range of professional services—to all Federal agencies—in such specialties as: Specifications for typesetting, printing, and binding. Agency graphic standards. Program development. Roughs. Comprehensives. Style pages. Dummies. Artwork. Mechanicals. Audiovisuals. Technical assistance. And special quality control measures.

The T&D staff is available for consultation with officials of all Federal agencies—usually without charge, but customer agencies must pay for services rendered. Since T&D must earn its own keep, it has fared extremely well in head-on competition with its customer agencies' in-house design studios and with top-ranking commercial design firms.

Louis R. Glessmann, GPO's Superintendent of Typography and Design, has recently completed his first year of Federal service in Washington. *Graphics Today* reports that "Glessmann has redesigned and designed some favored American commodities. He was the first art director at *Time*, was art director of *Parents*, and before that on 3 national accounts at Ogilvy and Mather. He was both art editor and art director of *Holiday*, which he refashioned. He taught typography at the Philadelphia College of Art and was a designer and photographer for I. M. Pei."

T&D designs only a small share of all the work printed or procured by GPO, but Glessmann is taking on an increasingly important leadership role in the drive for overall improvement in Federal graphics. At present, he conducts "Design Focus," an annual 9-day seminar for Federal graphic designers, and twice a year he conducts a two-week course on "Editorial Planning for Printing Production." Through these and related media and through his active participation in the Federal Design Council, he has a strong influence on the overall quality of Government printing.

For more information about T&D services and the scope and schedules of "Design Focus" and related GPO design programs, phone 202-275-2132 or code 139x52132.



Citizens voted to restore Baltimore's City Hall



National Museum of the Building Arts



One of the new signs set up in the Federal Triangle

HUD Awards . . . Mayor William Donald Schaefer was host and Baltimore's renovated City Hall was the stage for the presentation of 200 Bicentennial Design Citations and 25 Biannual HUD Awards for Design Excellence. Rehabilitation of the century-old City Hall is an exciting example of the value and economy of historic conservation. To learn more about this citizen-endorsed success story, write to Larry Reich, AIA, Director, Planning Commission, Baltimore, MD 21202. For details on the HUD Awards, write to Andrew F. Euston, Jr., Urban Design Program Officer, HUD, Washington, DC 20410.

Aspen '77 . . . "Shop Talk" is the main theme for the 27th International Design Conference in Aspen (June 12-17). For details, write to IDCA, PO Box 664, Aspen CO 81611.

Inaugural architecture . . . The solar-heated reviewing stand and related facilities flanking President Carter's Jan. 20th "walkway" were designed by the Atlanta architectural firm of Muldawer and Patterson. Paul Muldawer states that his design for the stand "aimed to express humility, economy, closeness to the people, and practical concern for the ecology."



Paul Muldawer explains design goals for reviewing stand

National Museum of the Building Arts . . . Efforts to establish a new museum in Washington's historic Pension Building have been started by a committee of educators, architects, engineers, architectural historians, urbanists, and business and labor leaders from all points of the compass. The aim for the museum is to advance public knowledge about building construction, architecture, and urban planning at a time of increased concern about the environment and more intensive citizen participation in neighborhood and city planning. For details, contact Maydell Delaney, Committee for a National Museum for the Building Arts, 1525 New Hampshire Ave., N.W., Washington, DC 20036 (202-667-6700).

"A Nation of Nations" . . . This major bicentennial exhibit continues its extended run at the Smithsonian's Museum of History and Technology. Its 5,000 prints, photos, and original objects focus on the people who emigrated to North America, on what they did here, and on how America changed them. The exhibit was designed by John Grady and Ivan Chermayeff of Chermayeff & Geismar Associates, New York City.

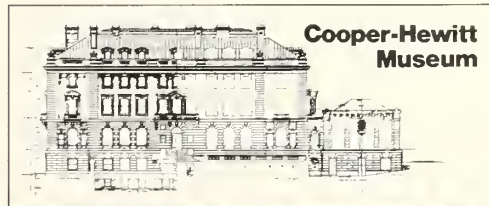


Smithsonian exhibit continues extended run

New building signs . . . have sprouted up in and around Washington's Federal Triangle. The bronze-colored standards of steel-reinforced fiberglass are 10 ft. tall and lettered in white Helvetica. Credits for the new signs—in the genre of David Pasenelli—go to GSA's Peter Masters and Charles McLendon.

van der Rohe exhibit . . . A show opening on March 3 at New York's Museum of Modern Art will feature furniture and drawings by Ludwig Mies van der Rohe. The museum is at 11 W. 53rd St., N.Y., NY 10019.

"Man Transforms" . . . was the opening exhibit at the Cooper-Hewitt Museum—the Smithsonian's National Museum of Design. The museum recently reopened under the direction of Lisa Taylor in the elegantly refurbished Carnegie Mansion at 2 E. 91st St., N.Y., NY 10028.



Lisa Taylor, Director, National Museum of Design



Nancy Hanks bids farewell to Bill N. Lacy

Lacy becomes president of American Academy in Rome

Bill N. Lacy, FAIA, has been appointed President of the American Academy in Rome, a cultural center chartered by Congress in 1905. He leaves the National Endowment for the Arts after 5 years as Director of its Architecture + Environmental Arts Program.

During his tenure, he became known as a leading proponent of design as a management function. At the Second Federal Design Assembly, he asserted that "every agency needs a design counsel much as it needs a legal or economic counsel." He also launched a series of bold, innovative programs that continue to yield substantial benefits.

A *New York Times* editorial called his *City Options* approach to revitalization of urban streets and neighborhoods "a program of exemplary imagination and result." Other such projects include the Federal Design Improvement Program. Recycling of railroad stations. Adaptive and mixed use of Federal buildings (now authorized by the Public Buildings Cooperative Use Act of 1976). *City Scales*, *City Edges*, and other refreshing urban design themes.

On Mr. Lacy's departure, Endowment chairman Nancy Hanks said "It has been largely through Bill Lacy's efforts that our government has *truly* become design conscious. He has made us aware that architecture, and design, is an art form that touches our everyday lives—to appreciate and enjoy rather than to confuse and detract. I hope that he will build upon his many accomplishments at the American Academy in Rome. For his government associates, his advocacy will be his strongest legacy."

Icograda '77 . . . "Graphic Design for Public and Social Communication" is the theme of the 7th General Assembly and Symposium of the International Council of Graphic Design Associations in Zurich and Lausanne (Apr. 28-May 3). For details, write to ICOGRADA, Kunstgewerbe Museum, Postfach CH 8031, Zurich, SWITZ.

Master plan for Capitol . . . Copies of the 28-page *Survey Toward a Master Plan for the United States Capitol* are available from Elliott Carroll, Executive Assistant to the Architect of the Capitol, Washington, DC 20515 (202-225-1200).



Award-winning dispensary at Camp Pendleton, Calif.

DOD Design Awards . . . William P. Clements, Jr., presented DOD's 1976 Design Awards for Military Construction at a recent ceremony in the Pentagon. The highest of six awards was taken by an adaptive-use project at the Naval Academy. Other winners: Dispensary at Camp Pendleton, Calif. Family housing at Rock Island, Ill. Bachelor housing at Pearl Harbor, Hawaii. Navy/Marine Corps reserve training center in Portland, Ore. Federal credit union at Randolph Air Force Base, Tex.

CSC exams . . . The second round of Civil Service Commission exams for Graphic Designers, Illustrators, and Photographers (GS-5 through GS-12) is being planned for spring 1977. For the announcement, write to Susan Rothschild, Civil Service Commission, Washington, DC 20415.

CBT Workshops '77 . . . The National Bureau of Standards, Gaithersburg, Md., has scheduled nine one-day workshops in its 1977 series on building science and technology. For details, write to the Center for Building Technology, Bldg. 225, Rm. A151, National Bureau of Standards, Washington, DC 20234.

GSA Design Action Center . . . GSA has issued pamphlets on two current demonstration projects: *Task-Lit Systems Furniture* and



R. Adm. Marchall receives award from W. P. Clements, Jr.

Hydrophonics. Plans are moving along to issue a *Federal Design Directory*. For details, contact Erma Striner, GSA Design Action Center, Rm. 5338, 18th and F Sts., N.W., Washington, DC 20405 (202-566-0613).

"Make no evil plans" . . . an article in the Nov. '76 issue of *Interiors*, surveys the full range of office furniture systems. In the Dec. '76 issue of *Interiors*, "Wings for the octopus" focuses on Federal interior design and procurement.

Third Studio Seminar!!!! . . . Another 7-day Studio Seminar for Federal Graphic Designers (*FDM* no. 7) is being planned for spring 1977—place and dates are to be announced. This time participants will include Printing Officers and Photographers as well as Graphic Designers, Design Supervisors, and Project Editors. For later news, phone Thomas Bay (202-797-7770).

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